

Council of Governors - Cover Sheet

Subject:	Acting Chair's report		Date:	12 th November 2024	
Prepared By:	Rich Brown, Head of Communication				
Approved By:	Graham Ward, Acting Chair				
Presented By:	Graham Ward, Acting Chair				
Purpose					
An update regarding some of the most noteworthy events and items the past three months from the Acting Chair's perspective.			Approval		
			Assurance	Y	
			Update	Y	
			Consider		
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
Y	Y	Y	Y	Y	Y
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Insufficient financial resources available to support the delivery of services				
PR5	Inability to initiate and implement evidence-based Improvement and innovation				
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
Committees/groups where this item has been presented before					
None					
Acronyms					
ICB = Integrated Care Board NICU = Neonatal Intensive Care Unit NTU = Nottingham Trent University NUH = Nottingham University Hospitals STEM = Science, Technology, Engineering and Maths					
Executive Summary					
An update regarding some of the most noteworthy events and items the past three months from the Acting Chair's perspective.					

Updates on Trust Executive and Non-Executive Director recruitment

A number of changes are to be made to the Trust's Board of Directors over the coming months, as the Trust looks to appoint two Non-Executive Directors, one Associate Non-Executive Director and one Executive appointment to the role of Director of Improvement and Change.

Non-Executive Director and Associate Non-Executive Director recruitment

As a reminder, the three Non-Executive Director roles we are looking to recruit to are as follows:

- One a financially-qualified Non-Executive Director with Board-level strategic financial leadership experience, drawn from a track record working in complex highly regulated sector(s). The successful candidate will be able to join the Audit and Assurance Committee or Finance Committee and be a part of the committee chair succession planning.
- One clinically-qualified Non-Executive Director with extensive experience in primary care, secondary care, public health or social care to join the Quality Committee.
- One Associate Non-Executive Director with a focus on research and innovation, recognising the important role that these fields play in making great care happen here at Sherwood.

The first of those Non-Executive Director roles will be to backfill my own substantive position as a Trust Non-Executive Director, following my appointment to the role of Acting Chair. Longer-term, this appointment will replace my substantive position, recognising I will have served my maximum tenure at the point my time as Acting Chair comes to an end.

The second Non-Executive Director vacancy we are looking to appoint will be for a medically-qualified individual to succeed our existing Non-Executive Director, Dr Aly Rashid, who has recently informed us of his intention to step-down at the end of his current term. We are grateful to Aly for his three years in post, where he has proven himself as an invaluable member of the Trust's Board and a great support to me personally during my time as Acting Chair. We wish him well in his next chapter.

Recruitment for all three positions has now begun, with the roles now being advertised. I will, of course, keep the Trust's Council of Governors apprised of the latest developments concerning these important appointments.

Director of Improvement and Change recruitment

Following the departure of the Trust's substantive Director of Strategy and Partnerships earlier this year, the Trust has taken the opportunity to reconfigure the role as it seeks to appoint to a new position of Director of Improvement and Change.

The post will be a non-voting Executive Director role, with the postholder to be responsible to the Chief Executive and the Trust Board for leading the improvement and change agenda across the Trust – and for contributing to delivering the Trust's strategic aims and objectives by fostering a culture that is progressive, inclusive and values driven.

The postholder will develop and keep under review the improvement agenda, providing expertise and strategic direction. This will involve enhanced activities to ensure the smooth and effective delivery of service transformation at all levels of the organisation. Using an approach which recognises the day-to-day realities and challenges of running the Trust the postholder will be expected to apply pragmatic methods which engage and encourage staff.

The Director of Improvement and Change will apply expert insight and technological vision to understand services provided not only from an organisational perspective but also through the lens of patients and service users. The postholder will also be expected to drive innovation to improve clinical processes and organisational culture by applying evidence-based improvement methodologies.

From creating a trust wide improvement culture to helping to realise the benefits that our plans for our first Electronic Patient Record or 'EPR' system will bring, this role has the potential to help re-define how we make great patient care happen here at Sherwood now – and over the years to come.

That role is due to be advertised by the time our Council of Governors meets. I – alongside the Acting Chief Executive – will continue to keep the Trust's Council of Governors updated on our plans to recruit to this important role.

College, university and hospitals show the power of partnership

The Trust's pioneering partnerships with local education providers continue to go from strength-to-strength – a fact we saw first-hand on a recent visit to West Nottinghamshire College alongside our Acting Chief Executive and Nottingham Trent University (NTU) colleagues in October 2024.

We joined leaders at West Nottinghamshire College's Derby Road and Chesterfield Road campuses to see the state-of-the-art facilities that equip students to work in the health and care sectors.

Starting at Derby Road, we saw the college's recently upgraded Robin Hood Ward – a simulated clinical environment where T-Level Health students undertake practical learning in a realistic setting. The ward boasts the latest equipment including robotic patients with artificial intelligence to help learners practice their skills, and an interactive digital dissection table that teaches them about body and skeletal systems in 3D.

This was followed by a visit to NTU's Centre for Health and Allied Professions, located on the site, to see its own hi-tech virtual hospital wards where undergraduates are training to become the healthcare professionals of tomorrow.

Next was a visit to the college's computer science department to learn about the technology at students' disposal and the chance for them to move into IT roles within the health service. We were then shown the college's simulated nursery, where education and early years students experience a real-life environment.

At the Chesterfield Road campus, we saw construction work on the Future Tech Skills and Knowledge Exchange. Due to open in summer 2025, the £8.8million hub will prepare students for jobs in emerging industries, with a strong focus on innovation and science, technology, engineering and maths (STEM) subjects.

Our visit ended with a tour of the sixth-form college on Chesterfield Road South and its suite of science laboratories for students on A-Level and diploma courses.

Joint working between the three organisations is already providing ever-increasing opportunities for people to train for rewarding occupations in the health and care sectors through further and higher education courses, apprenticeships and work placements.

Together, we have also run a series of Step into the NHS events aimed at promoting the various job roles available in the area's hospitals and the educational routes towards them.

In addition, college students with additional needs have the chance to undertake a year-long supported internship programme at King's Mill Hospital to gain confidence and employability skills so they are ready for the workplace.

Meanwhile, students on its T-Level in Health course are undertaking long-term industrial placements at the hospital, under the supervision of a nurse jointly employed by both partners, while the apprenticeship pathways also continue to grow.

Our visit was aimed at building upon our longstanding relationship with West Notts College and seeing the work we've been doing together to develop the T-Level training programme and the investment the college has made, along with its strong partnership with Nottingham Trent University.

We were very impressed by the developments that have taken place and the phenomenal difference that investment can make for the students of today and the workforce of tomorrow.

We are looking forward to continuing to develop this further to ensure that students have a seamless journey to a meaningful career.



Recognising the difference made by our Trust Charity and Trust volunteers

The past three months has been another busy period for our Trust's Community Involvement team, both in how they encouraged financial donations to be made via our Trust Charity and through the thousands of hours that continue to be committed to support the Trust by our volunteers across our hospitals.

In October 2024 alone, 383 Trust volunteers generously gave over 4,600 hours of their time to help make great patient care happen across the 33 services they have supported during the month.

During the month, eight volunteers were presented with their Long Service Awards for service ranging from five to 20 years.

Pictured right is cafe volunteer Lesley receiving her five-year award from the Trust's Director of Corporate Affairs, Sally Brook Shanahan.



Other notable developments from our brilliant Community Involvement team and our team of volunteers over the past three months include:

- Facilitating a visit from Performance Health – a NHS medical supplies company who hosted a fundraising stall on-site for their 'Make a Difference' volunteering day in support of the Sherwood Forest Hospitals Charity.
- Working with ATTFE College, West Nottinghamshire College and Brunts' School to explore partnership opportunities for students to support with fundraising and community volunteering projects.
- Finalising the festive events plan, which includes a programme of visits from school carol singers across the Trust's three sites, as well as plans for Christmas Jumper Day, Twelve Days of Christmas raffle for staff, and obtaining funding for inpatient gifts.
- Supporting OPUS Healthcare Musicians with arrangements for the second staff engagement and training session at Mansfield Community Hospital. Ward and therapy staff and volunteers will be in attendance, together with representation from Critical Care who are keen to see how music can support patient recovery and therapy.
- Arranging publicity for charitable-funded projects such as the purchase of cot canopies for the Trust's Neonatal Intensive Care Unit (NICU). These will support babies' brain development by encouraging a dark and quiet environment to sleep.

We remain so grateful to everyone who has given their time, money and support in other ways to support the Trust and our hard-working colleagues over the past month.

Trust approves schemes to benefit from volunteers' funding in latest Dragons' Den panels

The Community Involvement Department received a record number of applications for service improvement projects under £5,000, which are raised by funds from the wonderful King's Mill Hospital Volunteers from profits raised in the Daffodil Café and other fundraising stalls.

The process helps to utilise funds raised from charity efforts to ensure that precious Trust resources can remain focused on frontline patient care.

The panel were delighted with the number of responses and the passion and enthusiasm shown by those who came to present. Of the 28 applications received, funding has been approved for 13 projects with a total value of around £50,000.



A further eight bids will be supported by the Sherwood Forest Hospitals Charity, with support given to all successful applicants to navigate the finance and procurement process.

We remain so grateful to everyone who has given their time, money and support in other ways to support the Trust and our hard-working colleagues over the past month – and we look forward to sharing news of the difference these schemes will make across our hospitals.

Notable engagements:

A number of meetings have been undertaken over the past three months as part of my role as Acting Chair. Those meetings include:

- A productive Board-to-Board meeting with Nottingham University Hospitals (NUH) colleagues, where we explored how the two trusts can continue and extend their partnership working together.
- The Notts Healthier Together Leadership Board with Trust Chairs and Chief Executives from Nottinghamshire Healthcare and Nottingham University Hospitals (NUH). The meeting focused on collaboration in the interest of furthering system working around four key areas of: planned care; people and culture, looking at how we recruit better, look after our people and align our people processes; corporate services; and estates.
- Attending the Nottingham and Nottinghamshire Integrated Care Board's (ICB) bi-annual meeting with foundation trust governors from Nottinghamshire Healthcare and from Doncaster and Bassetlaw Teaching Hospitals. The event included a roundtable workshop to explore how trusts can move 'from acute to community' and 'from treatment to prevention'.
- Attending the Ashfield 'PLACE' Board on Wednesday 23 October 2024.
- Attending the monthly meeting of the Chairs and elected members meeting on Thursday 24 October.
- Joining the Trust's Acting Chief Executive to meet with Sabrina Taylor, the Chief Executive of Nottingham and Nottinghamshire Healthwatch
- Meeting with Caroline Shaw as the Chief Executive of an organisation called Evergreen Life to explore how the Trust can make better use of the NHS app to further enhance the patient care it provides.
- Undertaking my latest '15 Steps' walkarounds with the Trust's staff-side lead, Roz Norman, at the Trust's Nottinghamshire Healthcare Informatics Service (NHIS), visiting the Corporate Planned Care Team, as well as visiting the Trust's mattress sterilising, catering and medical engineering teams. I am grateful to everyone who welcomed us during our visits.
- Conducting our latest 'Board to Board' meeting with members of the Nottingham and Nottinghamshire Integrated Care Board (ICB).
- A monthly update meeting with NHS England's regional director for the Midlands, Dale Bywater.
- Meeting with Mansfield District Council to further the Trust's place-based work with the Council.
- Quarterly meeting with other Trust Chairs from Nottingham University Hospitals (NUH) and Nottinghamshire Healthcare, where we were delighted to host them at King's Mill Hospital for our latest meeting.
- During July 2024, I also visited our Research and Innovation team who showed-off their brilliant work which includes designing the layout for the forthcoming ward area with beds and seating areas to help them to conduct more research within ward environments.